

California Leads as an Employer Diversity and Inclusion Taskforce Charter

Timeline: November 2019 – July 2020

SOLUTION The Taskforce will develop specific solutions.

PURPOSE Ensure a statewide workforce that reflects the people of California. Diversity and inclusion are integral to our success in serving and responding to the needs of a diverse California population.

The following concepts guide our work:

- **Diversity:** Our workplace celebrates the full range of human differences present within an organization, including but not limited to race, ethnicity, disability (both visible and invisible), gender, gender identity, sexual orientation, age, religion, veteran status, experience with the justice system, and social class.
- **Representation:** Our goal is a workforce that looks like the communities we serve and leadership that reflects our civil service. Diverse voices and perspectives are valued and made a natural part of the conversation.
- **Attitude:** Our collective strength is our diversity. We strive to increase our understanding of and respect for each person's diversity.
- **Inclusion:** Employees' experience of belonging—where they are afforded the same rights and opportunities as others—is the norm; we have alignment between aspirations and reality.
- **Opportunity:** Personal and professional development are critical; every employee has opportunities for growth, supported by the flexibility of the workplace.

CHARGE

Making recommendations to the Administration to further our goal of becoming a model employer of an inclusive workforce that fully represents the diverse communities of California.

The Taskforce will meet every other week to identify immediate action items and recommendations to ensure that our statewide workforce represents the diverse population of California through recruitment, training, better compliance tools, policy and legal changes, and analysis of data. Recommendations will be finalized by June 30, 2020.

SUBGROUPS

We will establish subgroups to address particular issues. Liaisons from the Taskforce will be assigned to each subgroup and will be responsible for reporting to the core group. Subgroups will decide upon a chair, who will be responsible for ensuring that the subgroup initially develops high level goals, setting up regular meetings every two weeks, and ensuring that the group is making progress on its established goals. Below are the subgroups and initial topics of conversation for consideration.

- 1) **Generational Workforce:** This workgroup will focus on how multi-generational communities including Traditionalists, Baby Boomers, Generation X, Millennials and Generation Z can thrive together in the state workforce. The workgroup will examine how each generation brings with it life experiences, formed work ethic and various responses to change.
- 2) **Disability:** This workgroup will focus on the full range of persons with disabilities, including visible and invisible disabilities. The goal of this workgroup is to put forward recommendations to improve the State's hiring and retention of persons with disabilities.
- 3) **LGBTQ+:** This workgroup will focus on creating a more respectful workplace for lesbian, gay, bisexual, transgender and queer (or questioning) persons. The workgroup will examine the history and the future of the community to find the best ways to attract and retain employees from the LGBTQ+ community and grow a more inclusive workforce.
- 4) **Previously and Currently Incarcerated Individuals:** This workgroup will focus on pipeline strategies for formerly incarcerated individuals to successfully transition and integrate or re-integrate into civil service employment. The workgroup will additionally focus on strategies to support those who are currently incarcerated to immediately transition into civil service, upon their release.
- 5) **Race, Ethnicity, and Gender:** This workgroup will focus on addressing issues of unconscious bias through the examination of organizational structures, potential barriers to hiring or promotion, outright bias, the structure of evaluations, increased mentorship and measurable outcomes within state service, as it relates to race, ethnicity, and gender.
- 6) **Veterans** This workgroup will focus on attracting and supporting disabled and non-disabled veterans who are transitioning from military service. The workgroup will place a particular focus on strategies to create inclusive environments and open dialogue while seeking out the unique experiences that each former member of the military might have in order to maximize their opportunities for growth.

Suggested Subgroup Topics and Considerations

Subgroups should consider recommendations that address systemic barriers to diversity and inclusion, such as state exam and hiring rules and practices. The subgroups should identify the barriers to a sense of belonging for the respective community and to create an inclusive and supportive workplace climate. They should take an honest look at the employee experience, with an eye toward creating conditions that promote inclusion every day (and designing ways to measure the impact). The subgroups may wish to consider the following:

Topics for Consideration

Intentional look at an inclusive workplace

- a. Creating and Keeping a Diverse Workforce
 - i. Recruitment
 - ii. Hiring
 - iii. Retention/Culture
 - iv. Data
- b. Addressing Attitude and Unconscious Bias
 - i. The way we view our workforce and the way the workforce views us
- c. Creating a Sense of Belonging
 - i. Awareness of being a part of something bigger
- d. Ensuring Opportunity
 - i. Digital inclusivity – do people have true access to develop the skill set?
 - ii. Training
- e. Workplace Flexibility to Accommodate Diversity
- f. Social Identities (intersectionality)
 - i. Disability
 - ii. Race/Ethnicity
 - iii. Gender
 - iv. LGBTQ+
 - v. Generational Workforce
 - vi. Socioeconomic Status
 - vii. Justice Involved Individuals
 - viii. Veteran Status

Strategies for Consideration

- Adopt a transparent decision-making framework. Getting a more diverse collection of voices into the room where decisions happen means more effective and inclusive initiatives in other areas.
- Celebrating small wins, embedded into departmental processes, build momentum and create the conditions for positive change.
- Make data-driven decisions. If an inclusive environment means one where each member is afforded the same rights and opportunities, we need to know how far away from that reality we are. We should make data-informed

decisions based on employee feedback. For example, data around gender and age are collected, but the demographics of race, ethnicity, parental status, disability, gender identity, or sexual orientation are less consistently measured. Broaden the definition of diversity and ensure that departments are collecting data that allows for an intersectional lens towards taking action. The future demography of our workforce represents a moving target that demands an intersectional approach.

- Recommend practices that include empathetic leadership
- Ensure that we measure the outcomes of the impact created by diversity initiatives to enable sustainability.

Executive Sponsors

Governor's Office, Julie Lee, Suzy Ambrose, Eraina Ortega, Keely Bosler

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Subgroup Organization

- Participants – provide input to subgroup and complete tasks assigned to them by the Chair.
- Chair – Schedule meetings, assign tasks, and keep track of deliverables.
- Liaison (Core team member) - report subgroup status to Core Team

Generational Workforce Subgroup

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